

DD/A Registry  
87-1337

## MEMORANDUM FOR THE RECORD

FROM: [ ] Senior Training Officer, DA

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SUBJECT: Role of Career Management, Training,  
and Personnel Officers in the Human Resource  
Development Process.

1. The Agency has been considering human resource modernization issues for two years now, and to date in the directorate career management, personnel, and training officers both at the directorate level and in the components have not been given a formal role in the development of a new career management system. This situation needs to be remedied because ultimately these people and the agency's line managers are going to have to implement both career pathing and whatever, if anything, we develop in the way of a new compensation system. The experience of both private and other public sector organizations demonstrates that if a new career management system is going to work, these people must help develop it.

2. The directorate's career management, training and personnel officers, plus select managers from throughout the directorate (20 to 30) people should be constituted an implementation group for the directorate both with regard to career paths and a new compensation system. They would also serve as the Directorate's sounding board and reality check on career development and implementation issues for the Human Resource Modernization and Compensation Task Force. Initially this group would focus on the career pathing questions and work in parallel with the occupational groups and the HRMCTF. When we develop the details of the new pay system, the two efforts would converge and this group would assist in the implementation of the new system in the directorate.

3. To prepare these people for this role, they would participate in a three day workshop run by Farren and Associates entitled "Partners in Career Management." The workshop would prepare these people to teach techniques of career management to directorate supervisors and managers, and would give them a thorough familiarity with career development issues that would make them an effective sounding board for the HRMCTF as well as advocates within the offices of a strong career development and pathing system.

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4. An agenda for the first two days of the "Partners in Career Management Program" is attached. The third day would consist of an extensive debrief and analysis of what happened the first two days. The entire program centers on four questions with the supervisor playing four different roles in answering the questions. They are as follows:

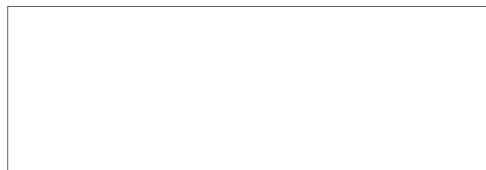
A. WHO AM I? Here the supervisor's role is that of coach. The supervisor assists the employee in identifying strength, and areas in need of development, interests etc. by maintaining a dialogue with the employee and by encouraging the employee. The end result of this is a self assessment of the employee's strengths and developmental needs.

B. HOW AM I SEEN? Here the supervisor is the appraiser. The supervisor assists the employee in understanding where the employee stands vis peers and with the organization. This is a reality check and answers the question is the employee's self assessment in line with the organization's assessment?

C. WHAT ARE MY CAREER ALTERNATIVE GOALS? Here the supervisor plays the role of advisor assisting the employee in understanding career options ,developmental opportunities, and helps identify barriers to development and how to overcome them.

D. HOW CAN I ACHIEVE MY CAREER GOALS? The supervisor's role in answering this question is to assist the employee in creating a development plan that provides the employee with the opportunity to meet individual goals and also meets organizational needs.

5. Participants in the program will focus on their own careers as means of reaching a better understanding of the career management issues, and they will also be provided with a number of techniques for counseling employees and they will also be asked to focus on a target employee and how they can use the techniques provided to counsel that employee. The cost of the certification program would be approximately \$40,000.



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**MANAGER AS CAREER DEVELOPER**  
**Skill Building Workshop For Managers**

Managers are being asked to play a more active role in developing their employees. Employee requests for assistance in career development has multiplied because of rapid technological changes and deregulation. Employee questions include: "Should I leave my technical specialty for management?", "Where can I transfer my skills?", "What are the advantages of taking this promotion now?", and "Should I be going back to school?" Managers want assistance for their own careers and for their employees. This seminar meets both needs.

What's Unique?

- o Managers will work with a target employee throughout the workshop.
- o Career discussion aids are provided for both managers and employees.
- o Managers receive skill training in four key roles as: Coach, Appraiser, Advisor and Referral Agent.
- o Results for managers and employees can be tracked and documented.

Objectives:

- o Managers will assess where they are in their own career, set career goals and develop a comprehensive plan.
- o Managers will learn a variety of tips and techniques for helping employees manage their careers.
- o Managers will examine four essential roles: Coach, Appraiser, Advisor and Referral Agent for developing employees and practice each role in guided discussions.
- o Managers will leave with know-how and confidence in handling a variety of real-life career questions.

Length:

- o Two or three day seminar.

Materials:

- 1 Careerspeak Kit for Manager
- 1 Careerspeak Kit for Employee
- 1 Manager Survey
- 1 Employee Survey
- 1 Deal-Me-In Card Set
- 2 Career Leverage Inventory
- Supplementary Materials

**DAY I AGENDA**

**PARTNERS IN CAREER MANAGEMENT**

8:30 - 8:45	Welcome / Overview
8:45 - 9:15	Introductions / Warmup
9:15 - 9:30	Roles of Key Players
9:30 - 9:40	Career Development Model/ CAREERSPEAK
9:45 - 10:00	BREAK
10:00 - 10:30	The Coach Role
10:30 - 10:50	Non-Verbal Coaching
10:50 - 11:05	Verbal Coaching Skills
11:05 - 11:30	Verbal Coaching Practice
11:30 - 12:15	Career Anchors
12:15 - 1:15	LUNCH
1:15 - 1:35	Skills and Traits
1:35 - 2:00	Identifying Skills in Accomplishments
2:00 - 2:25	Skills Coaching Practice
2:25 - 2:45	Interests
2:45 - 3:00	BREAK
3:00 - 3:30	Values / Coach Role Wrapup
3:30 - 3:50	The Appraiser Role
3:50 - 4:15	Expectations Exchange
4:15 - 4:45	Feedback
4:45 - 4:55	Appraiser Role Wrapup
4:55 - 5:00	Summary and Homework

## **DAY II AGENDA**

### **PARTNERS IN CAREER MANAGEMENT**

<b>8:30 - 9:00</b>	<b>Warmup/Homework/Career Fit</b>
<b>9:00 - 9:05</b>	<b>The Advisor Role</b>
<b>9:05 - 9:35</b>	<b>Understanding the Organization</b>
<b>9:35 - 10:05</b>	<b>Trends and Pressing Problems</b>
<b>10:05 - 10:30</b>	<b>Career Implications</b>
<b>10:30 - 10:45</b>	<b>BREAK</b>
<b>10:45 - 11:35</b>	<b>Future Fantasy</b>
<b>11:35 - 11:55</b>	<b>Setting Goals</b>
<b>11:55 - 12:15</b>	<b>Evaluating Goals</b>
<b>12:15 - 12:30</b>	<b>Advisor Role Wrapup</b>
<b>12:30 - 1:30</b>	<b>LUNCH</b>
<b>1:30 - 1:45</b>	<b>The Referral Agent Role</b>
<b>1:45 - 2:50</b>	<b>Force Field Analysis</b>
<b>2:50 - 3:05</b>	<b>BREAK</b>
<b>3:05 - 3:20</b>	<b>Career Development Resources</b>
<b>3:20 - 4:20</b>	<b>The Development Plan</b>
<b>4:20 - 4:30</b>	<b>Career Conversations</b>
<b>4:30 - 4:50</b>	<b>Overall Review/Next Steps</b>
<b>4:50 - 5:00</b>	<b>Evaluation</b>

## CAREER PLANNING MODEL

<b>EMPLOYEE QUESTIONS</b>	<b>MANAGER ROLES</b>	<b>OUTPUT FOR EMPLOYEE</b>
<b>Who Am I?</b>	<b>Coach</b>	<b>Self-Statement</b> (skills, interests, values, traits)
<b>How Am I Seen?</b>	<b>Appraiser</b>	<b>Reality Check</b> (feedback)
<b>What Are My Career Alternatives and Goals?</b>	<b>Advisor</b>	<b>Goal Identification</b>
<b>How Can I Achieve My Goals?</b>	<b>Referral Agent</b>	<b>Development Plan</b>

## C O A C H

Assists employees in identifying their strengths, weaknesses, interests and values by maintaining open, effective communication and on-going encouragement.

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- o Draws employees out and encourages two-way dialogue.
- o Listens attentively and creates an open, candid environment.
- o Shows employees ways to study and identify their skills, interests, and values.
- o Assesses career needs of employees and leads them to appropriate activities.
- o Shows genuine interest and becomes personally involved and encouraged regarding the employees' development.
- o Deals with employees' confusion about who they are or what they want in a non-directive but supportive way.

## A P P R A I S E R

Evaluates employees in a candid, open way and relates this to potential opportunities for the employees.

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- o Communicates frequently and informally with employees.
- o Creates open, trustful discussion atmosphere.
- o Gives frequent, timely feedback in a way that fosters development.
- o Conducts appraisals that define strengths, weaknesses, and development.
- o Relates current performance to future potential in a truthful, realistic way.
- o Uses development plan as tool for continual feedback, self assessment and professional development.



## A D V I S O R

Provide organizational information, realities, and resources to employees in a coherent way, and assist employee in goal setting.

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- o Helps employee develop career goals.
- o Shares knowledge of formal and informal organization.
- o Assists employees with ways to study the organization.
- o Helps employees understand the current opportunities and limitations in the organization.
- o Advises employees on career options with employees.
- o Explores various career options with employees.
- o Identifies roadblocks - EEO changes, shrinking ares, dead-end jobs, etc.

## R E F E R R A L   A G E N T

Assists employees in meeting their goals through contacts with people and resources.

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- o Aids employees in formulating development plans and consults to career strategies and actions.
- o Provides opportunities for experience, exposure, and visibility.
- o Assigns or links to high visibility work.
- o Uses personal resources - who you know and what you know - to create opportunities.
- o Makes contacts to observe a job or get information.
- o Assists in seeking placement - lateral or vertical.
- o Assists with roadblocks.
- o Informs other managers on merits of employees.